

A Proposed Approach for Enhancing Human Resource Quality at PT Mandiri Sawit Bersama

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ABSTRACT

Enhancing the calibre of personnel within a firm holds significant importance as it not only impacts the overall level of work productivity, but also holds the potential to elevate the quality of performance within the organisation. The objective of quality improvement is to enhance the technical, theoretical, conceptual, and moral competencies of employees, so ensuring their ability to deliver exceptional information to both existing and potential clients. In order to effectively promote these products, it is imperative for staff to possess a comprehensive understanding of the consumer market's desires. The provision of high-quality service is intricately linked to the enhancement of human resources. The objective of this study is to provide a comprehensive description of the technique employed to enhance the quality of work among employees at PT. Mandiri Sawit Bersama. The quantity of samples obtained through the utilisation of the purposive sampling technique. This study employs qualitative descriptive approaches, employing qualitative descriptive analytic tools for data analysis. Based on the findings derived from the conducted research, it was determined that out of the three strategies aimed at enhancing the calibre of human resources inside the organisation, two of them exhibit a comparatively lesser impact on the overall quality of human resources in the company. This observation indicates that the strategy is not implemented in a direct manner, but rather its impact is confined to influencing the performance of employees in executing assigned duties.

ABSTRAK

Meningkatkan kualitas personel dalam sebuah perusahaan sangatlah penting karena tidak hanya berdampak pada tingkat produktivitas kerja secara keseluruhan, namun juga berpotensi meningkatkan kualitas kinerja dalam organisasi. Tujuan peningkatan kualitas adalah untuk meningkatkan kompetensi teknis, teoritis, konseptual, dan moral karyawan, sehingga memastikan kemampuan mereka untuk menyampaikan informasi yang luar biasa kepada klien yang ada dan calon klien. Untuk mempromosikan produk-produk ini secara efektif, staf harus memiliki pemahaman komprehensif tentang keinginan pasar konsumen. Penyediaan layanan berkualitas tinggi terkait erat dengan peningkatan sumber daya manusia. Tujuan dari penelitian ini adalah untuk memberikan gambaran komprehensif mengenai teknik yang digunakan untuk meningkatkan kualitas kerja pada karyawan di PT. Mandiri Sawit Bersama. Besarnya sampel diperoleh melalui pemanfaatan teknik purposive sampling. Penelitian ini menggunakan pendekatan deskriptif kualitatif, dengan menggunakan alat analitik deskriptif kualitatif untuk analisis data. Berdasarkan temuan penelitian yang dilakukan, ditentukan bahwa dari tiga strategi yang bertujuan untuk meningkatkan kualitas sumber daya manusia dalam organisasi, dua di antaranya mempunyai dampak yang relatif lebih kecil terhadap kualitas sumber daya manusia secara keseluruhan di perusahaan. Pengamatan ini menunjukkan bahwa strategi tersebut tidak dilaksanakan secara langsung, namun dampaknya hanya sebatas mempengaruhi kinerja pegawai dalam melaksanakan tugas yang diberikan.



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INTRODUCTION

One approach to human resource management is enhancing the level of employee performance. (Kharianti & Rahman, 2022). It is imperative for the organisation to attain its objectives. In contemporary times, there is a growing demand for enhanced qualifications

among human resources professionals. This may be attributed to the intensifying levels of competition in the workforce and the pervasive advancement of individuals' cognitive frameworks. (Kurniawanto et al., 2022). Hence, it is vital to do an examination of tactics aimed at enhancing the calibre of human resources, given that human resources constitute a pivotal factor in the achievement of organisational triumph. Human resources play a crucial role in determining various aspects of firm success, encompassing activities such as planning, organising, directing, labour procurement, development, remuneration, and maintenance until termination of work connections. These functions are undertaken with the aim of achieving organisational goals. (Wenseslaus & Komari, 2022).

In order to enhance competitiveness, it is imperative to implement quality improvement methods within a burgeoning sector. These strategies aim to foster employee engagement, innovation, active participation, and loyalty towards the organisation. By doing so, the company can effectively align its workforce with the overarching goal of achieving success and gaining a competitive edge. (Chintya et al., 2018). The lack of a sense of responsibility and disregard for performance based on one's position within a company can lead to a decline in overall company success. Conversely, employees who exhibit high levels of dedication and enthusiasm towards their work tend to experience job satisfaction and view their work as a personal interest. This positive mindset can cultivate a sense of loyalty towards the company, ultimately influencing the quality of service provided by employees in accordance with their respective roles and responsibilities. (Nasution & Wulandari, 2021).

The livelihood of the community is still dependent on natural resources, particularly agriculture and farming, due to the establishment of PT. Mandiri Sawit Bersama. However, the income of the community remains unstable and insufficient, failing to meet the basic family needs. The study examines the progress made since the inception of PT. Mandiri Sawit Bersama in terms of the community's livelihood. It has been observed that the community now possesses a stable source of income, primarily through employment in the factory. This has resulted in an increase in the community's overall income. Additionally, those who are not employed in the factory have engaged in independent oil palm plantation activities, thereby generating supplementary income. Furthermore, some community members have established stalls as a means of augmenting their earnings. The establishment of palm oil mills in the vicinity of PT. Mandiri Sawit Bersama has both beneficial and detrimental effects on the surrounding population.

The negative social impact arises from land disputes between the community and the company. Conversely, the potential for sustainable palm oil production has a significant positive impact on the social aspect, particularly in the surrounding community. The establishment of a palm oil mill enables the fulfilment of social facilities and offers benefits. PT. Mandiri Sawit Bersama's Corporate Social Responsibility (CSR) initiatives aim to address conflicts between the company and the local community. The economic aspect, specifically the level of income and job opportunities, has a limited negative impact, resulting in constrained financial resources and employment opportunities. However, the establishment of PT. Mandiri Sawit Bersama can contribute to the improvement of the local economy. One significant benefit is the generation of employment opportunities, which can help alleviate unemployment rates and enhance income levels within the community. (Suprpto et al., 2021).

The processing of PT. Mandiri Sawit Bersama is anticipated to enhance the efficiency of sustainable palm oil production in palm oil mills. This will enable the utilisation of these resources by future generations and facilitate the ongoing improvement of sustainable

development. By assessing the skills and abilities of employees, the company can effectively determine the direction of its human resource strategies. The present scenario pertains to PT. Mandiri Sawit Bersama and its approach towards managing human resources, which is aligned with the company's standard operating procedures (SOPs). Consequently, in order to effectively implement Standard Operating Procedures (SOPs), the organisation offers comprehensive training and development programmes to provide its workers with the necessary skills and knowledge required to proficiently manage and execute tasks within the Crude Palm Oil (CPO) production process. (Arifin et al., 2020). Sustainability reflects one ultimate target of the company's movement for unity of corporate responsibility. Sustainability indicators have a role in helping companies and their stakeholders, especially financial institutions, to assess/assess how their production activities contribute by not reducing/interfering with sustainability development goals. The company's HR aspect is to provide training and development before implementing existing SOPs from the Company, Training and development are shown to increase the knowledge and abilities needed by the Company's employees (Hasibuan et al., 2022).

The effective management and development of human resources play a crucial role in determining the success of a company or business unit, particularly in the context of globalisation. In this era, competition extends beyond domestic boundaries, with foreign competitors actively engaging in attracting consumer interest. (Ibrahim & Zailani, 2019). The intensifying competitiveness necessitates corporate entities to possess high-quality human resources inside their organisations in order to ensure an efficient production process. The production process is commonly linked to productivity, wherein a rise in productivity is typically accompanied by a subsequent enhancement in the company's performance. The development and management of human resources play a key role in the success of a company, since it enhances the organisation's competitive edge and strengthens its brand. (Oktarina, 2007). The effective management of human resources is crucial in attaining organisational objectives. Operationally, organisational goals encompass various dimensions, including community goals, organisational objectives, function objectives, and personal goals. Community goals refer to the broader objectives that align with society needs and aspirations. Organisational objectives pertain to the specific targets set by the organisation to achieve its overall mission. Function objectives are related to the goals established within certain functional areas of the organisation. Lastly, personal goals are individual aspirations that contribute to the overall success of the organisation. (Jamila & Maytara, 2023). The development, utilisation, and maintenance of human resources are essential for the effective functioning and equilibrium of an organization's human resources department. (Usman, 2018)

The motivation behind this study stems from the subpar performance exhibited by employees in different positions at PT. Mandiri Sawit Bersama, leading to a decline in both the work environment and overall productivity. The significance of labour concerns in plantation management is of utmost importance. This study aims to examine techniques that can enhance the calibre of human resources based on their respective roles or positions, with a specific focus on their impact on corporate performance. The presence of performance disparities based on job roles leads to ineffective execution of performance. Despite being employed in their designated roles, employees often encounter challenges in attaining the objectives associated with their professions. This analysis is conducted to investigate the impact of the human resource development plan on the Company's performance. Consequently, a more comprehensive examination of position-specific methods for enhancing human resources is required.

Drawing from the contextual foundation of this study, the researchers initially undertake a comprehensive examination of the outcomes of previous research studies that share similar research inquiries, as outlined by the aforementioned researchers, as informed by the research undertaken by previous scholars. (Hutabarat, 2018) The research findings of the Oil Palm Plantation Assessment Study conducted on the plantations of PT. Mandiri Sawit Bersama in Aek Tinga Village, Sosa District, Padang Lawas Regency revealed that the technical analysis of the DCF (Discounted Cash Flow) method encompasses production projection analysis, price projection analysis, cost projection analysis, and determination of the discount rate. The examination of production projections reveals that the productivity of the research subject crops is 108.8 percent of the production standard of land suitability class S3, as per the marginal analysis.

Furthermore, the findings of the research carried out by (Fatimah Maulyan, 2019) The productivity of employees at PT. Nusantara V Sei PKS Plantation (Palm Oil Mill) Inti Sei Rokan, Rokan Hulu Regency is affected by both discipline and the work environment. The study examines the joint impact of discipline and work environment factors on employee work productivity at PT. Nusantara V Sei PKS Plantation (Palm Oil Mill), Inti Sei Rokan, Rokan Hulu Regency. The distinction between the aforementioned study and current research lies in the research framework, which examines two concepts: discipline and work environment, in relation to employee work productivity. The research methodology employed is qualitative in nature. Conversely, the present study focuses on a strategy to enhance work quality based on job position, utilising qualitative methods.

The preceding discourse on enhancing the quality of human resources elucidates various approaches to improve said quality, namely character development strategies, skill development strategies, and work technique enhancement. The aforementioned factors arise due to a decline in the ideal performance of employees in accordance with their position or the performance level of the organisation. As an employee, it has become incumbent upon individuals to demonstrate heightened dedication to their respective organisations. One of the tactics employed by the company involves prioritising the enhancement of the Company's human resources. This study aims to explore solutions for enhancing the quality of employees and improving the quality of work at PT. Mandiri Sawit Bersama. There is an expectation that the aforementioned issues can be effectively addressed in order to yield advantages and enhance the overall worth of the company's performance.

RESEARCH METHODS

The present study employed qualitative research approaches. Researchers employ descriptive qualitative strategies to analyse the data. This approach involves describing and narrating the qualitative data acquired from the research. (Zannah & Zain, 2022). The research site for this study is PT. Mandiri Sawit Bersama located in Desa Aek Tinga, Sosa District, Padang Lawas Regency. The choice of PT. Mandiri Sawit Bersama as the research subject is based on its significant contribution to the local economy and its pivotal role in fostering growth in the surrounding area. This is achieved through job creation, investment, and sourcing raw materials from the local community. Furthermore, PT. Mandiri Sawit Bersama exhibits potential for future development, including increased production capacity and market expansion. Enhancing the calibre of human capital within the organisation can effectively bolster the company's strategic growth initiatives.

Table 1. Position, Work Management, and HR Salary PT. Mandiri Sawit Bersama

No.	Employee Name	Age	Position	Length of service	Salary
1.	HM	30 Years	Kr.Personnel	5 Years	IDR 2,959,919
2.	JT	32 Years	Bookkeeping Mill	6 Years	IDR 2,959,919
3.	PPH	35 Years	Kr. Production	10 Years	IDR 2,959,919
4.	RSD	38 Years	Kr. Workshop	10 Years	IDR 2,959,919
5.	KR	26 Years	Kr. Bookkeeping Mill	2 Years	IDR 2,959,919
6.	DP	26 Years	Kr. Warehouse	6 Months	IDR 2,959,919
7.	MR	19 Years	Kr.Garden (Estate)	1 Year	IDR 2. 959.919

Source: PT. Mandiri Sawit Bersama, 2022

The selection of the population and sample in the study is based on the need to address the research objectives and resolve problems based on the data collected. The study encompassed the whole employee population of PT. Mandiri Sawit Bersama. A sample refers to a subset of individuals or objects that is selected from a larger population. This subset is chosen to serve as a representation of the entire population in order to gather research data. The data collection procedures commonly employed in research include interviews, observations, and documentation. According to Sugiyono, (Sitorus & Antiquity, 2023), The interview methodology employed is an open interview format, characterised by the absence of standardised language usage. This is attributed to the limited comprehension of Indonesian language among the study participants, since they had received inadequate education in the Indonesian language. In this study, participants are limited to comprehending and responding to questions using English that is devoid of intoxication-related expressions or influences. The sequence of inquiries, lexical items, and their manner of presentation remain consistent across all participants. The extent to which individuals can entertain profound inquiries is constrained and contingent upon the specific circumstances of the interview and the interviewer's competence. The necessity of conducting such interviews arises from the inherent challenges posed by linguistic restrictions in the adopted approach. This phenomenon can be perceived as advantageous in mitigating potential limitations that may arise from the diverse pool of interviewers and interviewees.

RESULTS AND DISCUSSION

The strategy for enhancing the calibre of human resources entails the deliberate formulation of plans by an organisation or company to effectively attain specific objectives. (Fatimah Maulyan, 2021). Careful planning is essential, particularly through concerted efforts to enhance the quality of human resources. Sophisticated procedures have been developed to ensure the strategic acquisition of suitable personnel, enabling their optimal placement within the organisation as per its specific requirements and demands. (Salindeho et al., 2021). Table 1 presents an overview of the human resources' position, duration of service, and compensation. Table 1 provides an explanation regarding the wage structure at PT. Mandiri Sawit Bersama. The wages at this company are based on the district minimum wage, with the possibility of

variation depending on the amount of overtime worked by each employee on a monthly basis. Consequently, the remuneration received by individual employees is not determined by their position or length of service at PT. Mandiri Sawit Bersama, but rather by their working hours and overtime.

In order to enhance productivity growth and foster firm progress, PT. Mandiri Sawit Bersama may consider implementing initiatives aimed at improving the quality of human resources, particularly among personnel in the plantations. This study pertains to the claim that the approach employed to enhance the calibre of human resources at PT. Mandiri Sawit Bersama is position-based. This assertion is reinforced by the findings of prior qualitative research, which assert that the development of human resources has a significant impact on the quality of said resources. (Langoy et al., 2019).

Based on the findings of the research, it is evident that PT. Mandiri Sawit Bersama does not perceive all of its activities as being optimally aligned with its strategy. The primary impediment that exerts the greatest influence stems from within the organization's workforce. It is well acknowledged that not all employees possess the readiness and capability to actively engage in the implementation of this character development plan. In order to achieve ideal outcomes, a considerable amount of time will be required, as the process of shaping and cultivating one's character is not as straightforward as strategizing. (Tumanggor, 2021).

HR Quality Improvement Strategy

Human resources play a vital role in organisations, as their capacity is not solely determined by their productivity, but also by the quality of work they do. Enhancing the calibre of human resources can be attained through the cultivation of human resources, as the significance of development in a firm is progressively amplified due to the exigencies of work or human resource roles. One viable approach to enhancing the calibre of human resources is through the implementation of training initiatives. The objective of such endeavours is to foster the growth of individuals by augmenting their knowledge, skills, and personal attitudes. It is important to note that the efficacy of an organisation is contingent upon the extent to which its employees are able to develop and progress. (Dharma et al., 2022).

Character Development Strategy

The concept of strategy refers to a systematic and deliberate approach employed by individuals or organisations to achieve The enhancement of employee quality is significantly influenced by the process of character development. The reason for this is that character constitutes an integral component of an individual's existence. Other others also expressed similar viewpoints. (Princess, 2020), The concept of character refers to a unique cognitive and behavioural pattern that distinguishes individuals in their approach to life and their interactions within familial, societal, and cross-cultural contexts.

Skill Development Strategy

The strategy for skill development is closely associated with the enhancement of skill acquisition. This connection is evident in the need of employees to possess specialised skills within their professional settings. This is exemplified by the implementation of standardised practises, such as the acquisition of professional knowledge. The disparity between individuals who possess above-average qualities and the majority of the population is evident, as supported by study findings obtained through interviews. It is observed that firms tend to overlook the

significance of cultivating a proficient and well-informed staff, hence offering limited opportunities for skill enhancement and professional development. The findings presented here exhibit a notable divergence from the prevailing approach to the implementation of skill development programmes. (Suganda, 2019).

Within this organisation, it is widely recognised that the consideration of skill development is not prioritised when assigning personnel to certain departments. The suboptimal application of skill development strategies in PT. Mandiri Sawit Bersama is evident as a result of the limited scope of expertise education, which currently only emphasises the education of operational expertise and fails to maximise the range of activities in providing comprehensive expertise education.

The company's community encounters several challenges in implementing this strategy. One such obstacle is the limited scope of skill development education offered by the company, which hinders the optimal achievement of goals. Additionally, the division of responsibilities based on position acts as a hindering factor, as the company has not provided guidance for the enhancement of physical skills specific to each position. The education pertaining to the practical application of operational skills has failed to adequately address the ongoing demands of the labour market. (Ardi, 2019).

Work Method Improvement Strategy

The purpose of this programme is to assess and rectify deficiencies in operational arrangements. To achieve this, it is imperative to enhance work methods in order to enhance the quality of employee work within the Company. Each work position is characterised by distinct responsibilities, necessitating the adoption of different work methods tailored to the operational requirements of each position. This approach is crucial for optimising company performance. The evaluation of work procedures based on job roles can be conducted rigorously to identify any deficiencies within the system. (Sholihah & Firdaus, 2019). The primary aim of enhancing this work methodology is to evaluate the principles governing the supervision of work system components, with the objective of identifying viable alternatives for the work system. The strategy for improving the work method is deemed to be the most effective and suitable approach for implementation at PT. Mandiri Sawit Bersama. The company's receptiveness to criticism and ideas is evident, as it consistently assesses work arrangements in order to attain objectives and promote the collective welfare. The execution of this plan can also align with the workforce's work arrangements, so indirectly enhancing the quality of human resources at PT. Mandiri Sawit Bersama. The aforementioned assertion is underscored by the provision of facilities and infrastructure within the work environment, as well as work regulations that do not exert undue psychological or physical strain on labour. It is widely acknowledged that this approach has a positive effect on alleviating the burden on the employees in meeting their obligations. (Agus et al., 2022)

CONCLUSION

PT. Mandiri Sawit Bersama has developed a comprehensive plan aimed at enhancing the calibre of its workforce, with a particular emphasis on measures to enhance human resource quality, foster character development, cultivate skill sets, and refine work methodologies. The company's strategy has not effectively aligned with the indicators or principles of human resource management implementation, specifically: 1) Human resource planning and strategic alignment, which involves reevaluating and conducting technical assessments of the

performance of various components within the company. Human resource planning enables organisations to reassess the impact of various components inside the organisation on overall productivity. 2) The tactical planning of human resources entails modifying the allocation of organisational resources, particularly among organisational units, which includes positions. The primary purpose of this system is to allocate and distribute human resource endeavours. 3) Operational planning of human resources is the strategic arrangement of necessary resources for the efficient processing of individual units, with the ultimate aim of achieving organisational goals. Therefore, it may be inferred that the company's adopted strategy remains rather simplistic and lacks depth. The anticipated outcomes of this study have the potential to serve as a valuable resource for organisational guidelines and future research endeavours in the domain of human resource enhancement strategies and planning, with specific relevance to their implementation within corporate settings.

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